

Senior Manager talent standard

Financial Advisory Financial Crisis – Restructuring Services

Building a *globally uniform level of quality and capability* in our core services so that our clients experience a *consistent, exceptional Deloitte* is critical to become the undisputed leader in professional services. The following standard defines the capabilities required at the Senior Manager level for our Restructuring Services service line.

Leadership capabilities

We expect practitioners at all levels to embrace and live our purpose by challenging themselves to identify issues that are most important for our clients, our people, and for society and *make an impact that matters*. There are seven Leadership capabilities that we require from all Senior Managers across the organization regardless of service line. Behavioral anchors for each capability are described below.

Capability	Description	Behavioral anchors
Living Our Purpose	Acts as a role model and inspires others to embrace and live our purpose and values	<ul style="list-style-type: none"> Leads by example; is a role model in living our values Inspires others to raise the bar and deliver outstanding value to our clients, colleagues and communities Seeks out opportunities to recognize individuals and teams for the impact they make; connects their contributions with our broader purpose
Talent Development	Actively contributes to building the talent pipeline; creates a talent experience that attracts, develops and retains top talent and high performing teams	<ul style="list-style-type: none"> Identifies skills needed for the future, spots and develops high potential talent to meet emerging needs Coaches and mentors managers and other team members to develop and capitalize on their strengths and prepare them for transition to the next level Creates an experience within the teams they lead that attracts and retains top talent
Performance Drive	Creates opportunities to drive impact; anticipates client needs and delivers superior results by leveraging each person’s strengths to build high performing teams across businesses and borders	<ul style="list-style-type: none"> Aligns team roles with individual strengths to build and inspire high-performing teams Coaches and empowers team members to stretch their capabilities and ensures they have access to the right resources, within and across businesses and borders, to deliver results Provides timely recognition and feedback, while holding people and teams accountable for results
Influence	Builds deep relationships across a diverse network and uses a flexible influencing style to gain buy-in and drive impact	<ul style="list-style-type: none"> Builds broad and deep relationships, that span organizational boundaries, and include a diverse network of internal and external stakeholders Effectively uses a wide range of influencing tactics, can respond effectively to complex organizational or political climates Anticipates potential conflict based on knowledge of interpersonal and group dynamics; proactively takes steps to prevent or resolve it
Strategic Direction	Translates broader strategy into a compelling team vision and goals; aligns the team and sets priorities to achieve objectives	<ul style="list-style-type: none"> Clearly communicates direction to team(s) in line with overall Global, Business and Member Firm strategies Capable of creating, owning, and articulating a compelling vision and goals for multiple teams, helping people at all levels to understand how the parts fit together into a whole
Competitive Edge	Applies deep knowledge of disruptive trends and competitor activity to drive continuous improvement	<ul style="list-style-type: none"> Actively monitors competitor activity to identify opportunities to improve Deloitte’s competitive advantage Drives continuous improvement by identifying and implementing leading practices Leads and contributes to development of innovative methods and tools that increase the impact of our service offerings
Inspirational Leadership	Establishes a strong leadership brand and inspires followership through passion, integrity, and appreciation of others	<ul style="list-style-type: none"> Known for building energy and momentum within and across diverse teams Demonstrates confidence and belief in self and others; inspires followership Serves as a role model for integrity, respect and appreciation of others, including their unique strengths and differences

Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Restructuring Services Senior Managers:

Capability	Description	Behavioral anchors
Analytical Thinking & Problem Solving	Helps client make confident decisions based on analyses of available information to manage critical business threats	<ul style="list-style-type: none"> Simplifies complex problems to ensure engagement team understands objectives Reviews outputs of financial analyses to guide client's management to make decisions with confidence Develops new and innovative approaches to analyzing data to help team draw meaningful conclusions; champions the use of advanced visualization to extract insights from a data set and presents findings in a clear, logical manner to client executives Looks beyond the stated problem to other potential sources of a root cause; shares solutions that can be applied as leading practices Operates independently of established procedures when required by the situation to provide clear direction to team and resolve issues in a timely manner
Business & Financial Acumen	Develops an effective plan by assessing the financial implication of risks faced by clients	<ul style="list-style-type: none"> Understands drivers of growth, profitability, and cash flow as well as a client's financial statements and key performance measures Assesses the financial aspects of business opportunities; identifies and quantifies financial and non-financial benefits of proposed solutions Recommends solutions applying sound financial acumen, demonstrated through analysis of impact on ROI, utility, revenue, profit and loss estimates, and other financial indicators as appropriate
Delivery Excellence	Leads engagements and provides strategic direction to the team to deliver a superior client experience	<ul style="list-style-type: none"> Ensures that all stakeholders, including client, are aware of their responsibilities in accordance with the contract and project plan Resolves escalated scope, timeline, or resourcing issues and shapes team's priorities to address most urgent and relevant tasks Maintains a diverse network of resources to execute engagements on time and on budget, leveraging Deloitte subject matter experts (SMEs) when needed Rigorously manages engagement financials to ensure proper invoicing, staff billing, and engagement profitability Stays current on emerging technologies, standards, and applications within M&A domain and sector to maximize impact on client's deal agenda Builds and maintains a diverse network across the Firm and leverages to "upsell" Deloitte services and solutions that help client address relevant issues and capitalize on enhancement opportunities
Executive Presence	Develops relationships, establishes credibility with, and instills confidence in clients	<ul style="list-style-type: none"> Establishes and maintains relationships with clients beyond immediate engagement needs and uses to gain beneficial insights and drive impact; has a 'seat at the table' Understands the larger ecosystem within which the client operates; uses to facilitate discussions about potential solutions to client's financial crisis issues Masters executive level written and oral communications; supports team in creating logically structured, executive facing deliverables Maintains a calm, professional demeanor when challenges arise
Knows the Business and Industry	Comprehends how client's business works and keep up-to-date on industry/sector trends and leading practices	<ul style="list-style-type: none"> Identifies relevant business trends, economic forces, and industry practices and can confidently discuss with the client Builds personal brand and supports eminence building in chosen industry/sector Leverages knowledge of solutions and past experiences with other clients to support sales pursuits and drive new business Builds a global network of subject matter experts within chosen industry and leverages global collateral to support sales pursuits and engagements
Manages Quality & Risk	Actively manages the Firm's risk from take-on through to completion of engagements	<ul style="list-style-type: none"> Sets direction regarding the development and compliance of standards, guidelines, and service agreements Addresses issues that arise; leverages Firm resources to ensure that identified issues are appropriately addressed in accordance with Deloitte policies Advises clients on quality, risk, security, and regulatory and compliance requirements

Specialized Technical capabilities

Below are the Specialized Technical capabilities for Restructuring Services Senior Managers:

Capability	Description	Behavioral anchors
Financial Restructuring Advisory	Helps client evaluate capital options and assists with stakeholder negotiations to help stabilize a client's financial position	<ul style="list-style-type: none"> • Works with client in distressed and underperforming situations when there is a specific trigger for cash • Develops options for addressing issues in capital structure by working closely with management and stakeholders • Applies stakeholder management and negotiation skills to help stabilize financial position by developing and implementing comprehensive proposals to a company's lender/investor base • Applies business, economics, finance, accounting, and analytical skills to various client situations and practice disciplines (e.g., financial modeling, ratio and comparable company analysis, review/analysis of projections, assessing business plans, and conducting due diligence)
Turnaround & CRO Services	Develops and guides client through implementation of financial and operational turnaround plans with clear objectives and actions	<ul style="list-style-type: none"> • Assesses strategic options and manages sale or wind down of non-core assets • Creates and develops a business rehabilitation plan that maximizes profitability • Acts as subject matter expert in preparing a turnaround plan, seeking buy-in from key stakeholders to implement the plan • Works with the client to create targeted communications to build/maintain stakeholder support in a distressed environment • Takes position of interim executive/support executive in forming important strategic and operational decisions
Contingency Planning & Insolvency Solutions	Applies expert knowledge of enforcement procedures, combined with deep situational experience across the industry, to provide strategic contingency planning and insolvency advice	<ul style="list-style-type: none"> • Advises clients on developing consensual and non-consensual restructuring plans, leveraging Deloitte's sector specialists and advisory teams as appropriate • Develops alternate strategies to an existing restructuring plan, either as a genuine alternative or to expedite a restructuring process • Helps client achieve recoveries in contentious scenarios by using deep insolvency skills to pursue investigations and asset recoveries • Interacts with key stakeholders throughout engagement including debtors, debtors' attorneys, and court personnel, if required • Oversees administration of insolvency processes including review and approval of statutory returns, and the results of the adjudication of creditors' claims
Portfolio Lead Advisory Services	Advises clients (e.g., holders, buyers and sellers) in developing portfolio management and investment strategies	<ul style="list-style-type: none"> • Defines client's investment objectives including risk tolerance, asset allocation, and cash requirements • Helps client evaluate loan portfolios, analyze strategic options, and recover value from non-core, under-performing, and illiquid financial assets • Understands the buyer's community and assists client in identifying the buyers are the most active in the market, their preferred asset types, and pricing parameters • Establishes portfolio monitoring and recovery enhancement measures to minimize charge-off and losses • Acts as a liaison between client's portfolio management team and both internal and external constituents